



IMA TAPS KIWIPLAN'S VALUE-CREATION ACTIVITY (V-CA) CONSULTANCY EXPERTISE

Being just “good enough” is the sure road to failure. This belief of never being satisfied with simply being “good enough” causes IMA management to constantly look for innovative ways to improve productivity and operating efficiencies, thereby achieving world-class results. Their open mindedness and overall willingness to “give it a try” are two key reasons IMA and Kiwiplan have successfully partnered together over the years.

Haim Perri, Plant Manager of IMA remarks, “Kiwiplan is more than just software. Their industry expertise and consultancy skills have helped us not only optimize the use of the Kiwiplan systems, but also make significant improvements in other critical operational aspects which are absolutely necessary to operate a highly successful corrugated plant in an exceptionally unusual environment.”

Located in Asherat, Israel, IMA is far from your typical corrugated plant. The Box plant has been in operation since 1963, having grown from approximately 400 tonnes (metric tonnes) a year then, to over 45,000 tonnes last year. David Coleman, International Technical Executive for Kiwiplan, comments, “As a long-time user of Kiwiplan products, IMA has moved forward with their dramatic growth, and I’m pleased to say that we’ve been with them, every step along the way.”

MULTIPLE PRODUCT LINES, SMALL ORDERS, RAPID RESPONSE

Haim comments, “With the amount of seasonal agricultural work

we do and the tremendous influx of business during peak periods, we are pushed to produce multiple product lines faster and in relatively small quantities in order to meet on time delivery and customer requirements. Seasonal agricultural business is extremely difficult in terms of anticipating and, in all cases, responding very quickly. The Kiwiplan automatic scheduling systems, all operating in real-time, have given us the dynamic flexibility to meet our response requirements. Kiwiplan’s systems and their consultancy capabilities have helped us keep up the pace and exceed our customers’ delivery expectations in an extremely competitive environment. That is why we are able to grow.”

VALUE-CREATION ACTIVITY (V-CA) CONSULTANCY EXPERTISE

In May 2001 Kiwiplan conducted a comprehensive analysis of IMA’s operation, resulting in retraining, realignment, and business process reengineering. This V-CA project focused on these areas:

More accurate assignment of delivery dates and tracking of downtime. This part of the project focused on the assigning of accurate delivery dates according to the system’s requirements, rather than the way IMA had previously assigned them. Kiwiplan challenged them to be more critical about downtime and downtime reasons and about the data integrity on the machines. After all, accurate, real-time data is essential for maximizing the functionality and capabilities of a software system.

Resequencing of the planning of the corrugator. David remarks, “We changed entirely their method of planning the corrugator and, as a result, achieved a more consistent product flow and substantially increased productivity. Although IMA was skeptical at first, once we proved the new technique to be successful, they accepted it and have even gone on to improve what we showed them.

“To help them control production costs, we had them reconsider job overruns as ‘waste,’ something that previously had not been considered as such. We convinced them that reducing job overruns would save time, save money by reducing waste, and increase their opportunity to produce more orders. Their focus is much tighter than it used to be.”

Improved throughput. Kiwiplan helped IMA achieve a better production sequence through their plant. This guarantees that orders are always properly flowing into the dispatch environment ready to be shipped.

Better management of finished goods store—Kiwiplan consultants assisted IMA in reconfiguring their finished goods stock operation to make everything visible. They helped them determine more accurately their “top off” and replenishment requirements, thus gaining better access to capacity information.

David explains, “IMA has two main shipping times—6:00 a.m. when most of the finished goods are shipped and 11:00 a.m. when products are shipped for short hauls. Since we completed the consultancy

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project, the on time delivery performance has improved significantly. What's more, IMA has continued to improve both their throughput and on-time delivery, all due to their high degree of focus on machine sequence, lineups, and downtime components."

IMPLEMENTING FINISHED GOODS INVENTORY CONTROL SYSTEM (ULT)

One of the reasons for undergoing the V-CA consultancy project was to prepare IMA for the implementation of Kiwiplan's Finished Goods Inventory Control System. Haim comments, "We wanted to implement ULT to accurately manage our finished goods stock and, at the same time, be paperless. However, Kiwiplan helped us see that we had other improvements to make first. We needed to gain precision in terms of count per pallet so that, at the finished goods control side, we would know exactly what we were shipping. If we'd just implemented ULT, we would have known where the products were, but we couldn't have guaranteed what was on the pallet."

SIGNIFICANT ROI

Haim says, "I anticipate that the benefits achieved from the Kiwiplan consultancy project will have an immediate payback. We expect to close the loop towards a seamless and completely automatic planning, scheduling, and inventory system by implementing Kiwiplan's ULT in the near future."

THE FUTURE

"Looking forward, we intend to replace our current sales system with Kiwiplan's innovative, highly sophisticated sales order management system for box plants (ESP Box—Enterprise Sales Processing)," explains Haim. "Apart from our financial systems, we intend to have a complete Kiwiplan environment in our plant. Kiwiplan has been our software vendor and trusted partner for many years, and we look forward to the future to make Kiwiplan's systems and our operations even better." Haim is right. To demonstrate growth in today's business climate means that you cannot be "just good enough." 